Development and Implementation of an Ethics Program Evaluation Framework

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Please work in pairs with the person sitting next to you, and answer the following:

1. What ethical decisions have you made in your workplace?

2. What differences have your ethical decisions made in your workplace and/or in the life of your clients?
The Growing Importance of Ethics Programs & Services

Ethics expansion over the last 10-20 years:

• Ethics committees in acute care hospitals in Canada:
  ➢ 1998: 58%
  ➢ 2008: 85%

• Accreditation Canada Ethics Standards

• Professional Colleges adhere to ethics codes of conduct for ethical practice in clinical care

• Healthcare organizations have adopted ethics frameworks to guide operational decisions
Focus on:

- Prevalence or incidence of a single ethics intervention
  - 28% of ethics consultation services in the USA have been evaluated
  - National survey to evaluate clinical ethics services in the UK
  - Evaluation of clinical ethics committees
- Satisfaction with ethics services
- Process measure (i.e. timeliness)
What’s Missing?!?!?

How do ethics programs and services contribute to healthcare quality?

How should ethics programs and services be evaluated to improve their impact?
How to Define Ethics Programs or Services: A Complex Task

• Dec. 2013 – U of T’s JCB held a CIHR funded 2-day workshop entitled Ethics Program Evaluation in Canada: Synthesizing Research Evidence and Expert Practice to Improve Ethics Quality in Healthcare

• Foster knowledge exchanges among Canadian & international experts

• Definition

• Developmental Stages

• Evaluative Domains
### Evaluation Matrix: Developmental Stages and Evaluative Domains

<table>
<thead>
<tr>
<th>Evaluative domain</th>
<th>STAGE 1: EMERGING</th>
<th>STAGE 2: ACHIEVING</th>
<th>STAGE 3: EXCELLENT</th>
<th>STAGE 4: LEADING</th>
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<tbody>
<tr>
<td><strong>INTEGRATION</strong></td>
<td>• Ethical issues &amp; needs being identified</td>
<td>• Ethical issues and needs identified with some being addressed</td>
<td>• Ethical issues and needs identified</td>
<td>• Engaging patients/public/community in ethics-related activities</td>
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<td></td>
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<td>• Ethics integration primarily at the front line and/or discrete locations</td>
<td>• Most ethical issues/needs addressed proactively</td>
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<td>• Ethics integration across the organization (front line to boardroom)</td>
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<td><strong>SUSTAINABILITY</strong></td>
<td>• No ethics infrastructure in place</td>
<td>• Ethics infrastructure in development; not fully implemented or sustainable</td>
<td>• Ethics infrastructure fully developed and supported by sustainable resources</td>
<td>• Generating new resources/funds to contribute to program’s sustainability and growth</td>
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<td><strong>ACCOUNTABILITY</strong></td>
<td>• Compliance with accreditation and other standards evolving</td>
<td>• Accreditation &amp; other standards met in some areas and being developed in others</td>
<td>• Accreditation &amp; other standards met in all areas and exceeded in some</td>
<td>• Generating leading practices/benchmarks for ethics in healthcare</td>
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<td><strong>STRATEGIC ALIGNMENT</strong></td>
<td>• Need for formal ethics framework recognized at senior mgmt/board level</td>
<td>• Ethics framework defined and aligned with existing strategic directions</td>
<td>• Ethics framework well-understood, evident in daily practice, and embedded in strategic directions.</td>
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<td>• Ethics framework inherent in organizational practices and culture</td>
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<td></td>
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<td>• Leading agenda for addressing ethical issues at system level</td>
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<td><strong>IMPACT</strong></td>
<td>Program has little demonstrable impact</td>
<td>• Increased confidence in making ethics-related decisions</td>
<td>• Early adopter of leading practices as an organization or in local or regional partnership.</td>
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<td>• Program has a demonstrable impact on ethical practices affecting multiple patients and staff</td>
<td>• Increased alignment between organizational values and decisions/policies</td>
<td>• Contributing to field through research and/or education</td>
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<td>• Program has a demonstrable impact on ethical practices affecting multiple organization-wide practices</td>
<td>• Recognized locally and provincially by peers as a leader in particulate area(s) of healthcare ethics</td>
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<td>• Program has a demonstrable impact on other organizations</td>
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</table>

JCB Ethics Program Evaluation Working Group, 2014
From 2D to 3D
Ontario Shores Ethics Framework

• Vision:
  – To ensure that ethics is integral and visible in all we do
Ontario Shores Outcomes Evaluation

Clinical Work Environment

Emerging

Achieving

Excelling

Leading

Integration

Sustainability

Accountability

Strategic Alignment

Clinical

Organizational

Work Environment

Academic

Ontario Shores Centre for Mental Health Sciences
Domain of Evaluation

• People Evaluate All the Time…
  – “I loved that television program last night”
  – “The car isn’t worth the price they charge”
  – “The food at Shoeless Joe’s is much better now than it used to be”
What is Evaluation?

Evaluation is a systematic process of determining value, merit, worth, significance or quality of a program, product, policy, proposal or a plan

-- Adapted from Encyclopedia of Evaluation
Why Evaluation?

- Instrumental use
- Conceptual use
- Process use
- Symbolic use

Sources: Patton, 2008
Alkin, 2010
Framework to Evaluate Ethics Program Outcomes

4 Ethics Domains
1. Clinical
2. Organizational
3. Work Environment
4. Academics

Source: UNCSECR, 2000; USAID/CARE-USA, 2014; WHO; 2008
Focus of Evaluation

• Knowledge Creation and Knowledge Utilization

• Knowledge Translation (KT)-Informed Evaluation is proposed

• KT-Informed Evaluation intends to facilitate the application of emerging evaluation knowledge into practice and attend to the empirical evidence that grounded the program and other stakeholders within the program (Donnelly, Letts, Klinger & Shulha, 2014)
Process

• Active collaboration between evaluator and knowledge users
• Inter-disciplinary team representing evaluator, bioethicist, & representatives from healthcare service providers, healthcare users, if available and organizational administration will be established to conduct and oversee the evaluation
Key Steps

1. Synthesize Information
2. Finalization of Evaluation Framework
3. Finalization of Design
4. Conduct Evaluation Using the Framework
5. Knowledge Translation & Application
Your Reflections..

• What ethical decisions have you made in your workplace?
• What differences have your ethical decisions made in your workplace and/or in the life of your clients?
• How should we evaluate the ethics program at Ontario Shores?
Questions & Comments